

THE SECRETARY'S QUALITY OF WORK LIFE SURVEY ON ORGANIZATIONAL CLIMATE

Organization Code 13
1467 Employees Responding

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HUMAN RESOURCE MANAGEMENT (HRM) INDEX

Introduction

The HRM Index summarizes employee descriptions of their work environment. The Index is derived from responses to a carefully selected set of questions (1 through 14 on the survey) about how effectively people's time, energies, ideas, and abilities are used. The questions gather information about the following areas important to organizational performance.

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|--|-----------------------------|
| o Effectiveness of Management Practices | o Planning and Organization |
| o Employee Feelings About the Organization | o Delegation of Authority |
| o Use of Employee's Abilities | o Co-Worker Cooperation |
| o Group Effectiveness as Seen by Others | o Performance Feedback |
| o Morale | o Communication |
| o Fairness of Management | o Operational Efficiency |
| | o Climate for Innovation |
| | o Need for Change |

Responses to the individual questions are combined, and the Index is reported on a three-point scale (low, average, or high) showing how your component stands relative to the total organization surveyed. Questions 15 through 19 on the survey are specific to HHS and do not contribute to the HRM Index; however, data on responses to these questions can be used to track how employees describe these aspects of their work environment.

Putting Things in Context

It is helpful to view your HRM Index results in the context of the larger organization of which you are a part. Comparing the Index and data on individual questions between your component and the organization as a whole will help you understand how your component varies from the norm. You may find that your component has different strengths and/or weaknesses than the organization.

In addition, HHS has measured employee perceptions over time using the HRM Index, and trend lines for the total organization and major components have been developed. In analyzing your results, you should also consider the trends. Is there movement up or down, or have things remained stable? What might be influencing the trends? If your component has a trend line, how does it compare to that of the entire organization?

Overall Results

Based on the responses of 1467 employees, the HRM Index for your component was high compared to the total organization surveyed. Your continued attention to resolving management issues will help maintain or further improve both your component and the organization as a whole.

Since the Index is based on responses to multiple questions, some aspects of the work environment may be better than others. To help identify areas where improvement